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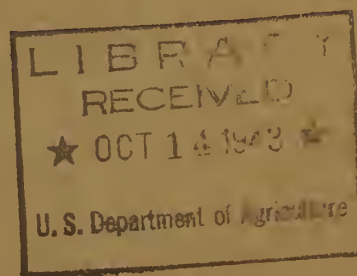
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# **Guide for FDA Liaison Officers supervising War Food Administration Achievement "A" Award Ceremonies**



Supplement to the WFA Seasonal Processors  
Achievement "A" Award Manual

**WAR FOOD ADMINISTRATION**

U.S. Food Distribution Administration

Washington, D.C., September 1943

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GUIDE FOR WAR FOOD ADMINISTRATION  
ACHIEVEMENT "A" AWARD CEREMONIES

INTRODUCTION

1. General

This Guide has been prepared for the convenience of FDA Liaison Officers assigned to supervise arrangements for War Food Administration Achievement "A" Award ceremonies. It is designed as a ready reference to provide a clear understanding of the Award program so that effective administration may be obtained.

By giving an over-all picture of objectives, policies, and regulations, it is felt that many difficulties for the Liaison Officer that arise in planning these ceremonies with representatives of management and the employees of Award-winning plants may be averted, and that prompt rulings on routine matters may be furnished in the field without necessity of referring them to higher authority in Washington. If there is any doubt, however, the Liaison Officer should immediately contact the Processors Branch, Food Distribution Administration, War Food Administration, Washington 25, D. C.

2. Objectives

The Achievement "A" Award for seasonal processors represents the joint recognition of the War Food Administration and of our fighting forces for exceptional performance on the war effort and production fronts by employees and management alike. Therefore, the guiding principle in all arrangements for the presentation ceremony and attendant publicity must stress the "A" Award as an equal labor-management

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*achievement.* There must be no distinction inasmuch as both employees and management receive the flag, both are entitled to wear the pins, and both must be equally represented throughout.

Aside from the tribute of the War Food Administration and the Army and Navy for a wartime job "well done," the Award has even greater significance. It is a challenge for both employees and management to improve their records still further, and it is an incentive to non-winning plants to better their performance so as to merit the highest honor that can be bestowed on Seasonal Processors by the War Food Administration.

### *3. Authority*

Responsibility for policy in regard to information and advertising in connection with the "A" Award to Seasonal Processors is vested in the Processors Branch, Food Distribution Administration, War Food Administration, Washington 25, D. C., and all releases and other informational material will be cleared by this Branch through the Marketing Reports Division, Food Distribution Administration, War Food Administration, Washington, D. C. In this connection the Processors Branch will also work in close cooperation with the Award Branch, Industrial Services Division, Bureau of Public Relations, War Department, Washington, D. C.

The authority for the cooperation of the Army and the Navy in participating in the Award ceremonies is contained in letters from the Under Secretary of War and the Under Secretary of the Navy to the Secretary of Agriculture, both dated April 12, 1943.



#### 4. Policy Highlights

Several important points of policy stand out above all others in planning a ceremony. These highlights include:

1. Equal labor-management participation in all phases of a ceremony and arrangements preceding it.

2. Ceremonies must be short, simple, and dignified, and must follow the official program outlined in the War Food Administration "A" Award Manual to be mailed to the Award-winning plant. In no case may the ceremony last more than 30 minutes.

3. There must be no entertainments before or after the ceremony, no parties or gifts for visiting Government officials or Army and Navy Officers.

*It is the duty of the Liaison Officer to inform both labor and management representatives of policies at the outset of his conferences with them, and to make sure that they understand them. If necessary, he should point out tactfully to them that there will be no military participation in the ceremony unless these policies are observed.*

If extraordinary circumstances should make necessary any deviation from the official policies, they must be communicated by the Liaison Officer directly to the Processors Branch, Food Distribution Administration, War Food Administration, Washington 25, D. C. These requests for deviation must be approved in writing by the Processors Branch before any definite arrangements are made.

### 5. Operational

To assist the Liaison Officer in planning for the ceremony, details of specific policies will be outlined in succeeding pages of the Guide. These pages are numbered to correspond with the specific sections in the War Food Administration "A" Award Manual.

Thus, the Guide should be used as a supplement to the Manual which has been furnished to the Liaison Officers and to the Award-winning plants.

In this form, the Liaison Officer has material available for immediate answers to questions propounded by employee and management representatives during the page-by-page discussion of the Manual at initial conferences. This should accelerate definite agreement on ceremony details.



THE WAR FOOD ADMINISTRATION  
ACHIEVEMENT "A" AWARD

(Pages 1 and 2...WFA "A" Award Manual)

The Liaison Officer should call the attention of the plant to the material on these pages of the War Food Administration "A" Award Manual. It is a concise description of the Award program, which can be reproduced conveniently in the formal program of the ceremony without risk of misstatement. It will fill about one page of an ordinary program, and it may be used as a foreword.

## BASIS FOR DETERMINING PLANTS TO RECEIVE THE AWARD

(Page 3...WFA "A" Award Manual)

The Liaison Officer should point out that the material on pages 1, 2, and 3 is especially useful in publicity such as advertising and news stories on the significance of the War Food Administration Achievement "A" Award to the particular plant. These data may be found helpful also for inclusion in speeches at the formal presentation ceremony.

## PLANNING FOR PRESENTATION CEREMONY

(Page 4...WFA "A" Award Manual)

The initial contact by the Liaison Officer with an Award-winning plant is perhaps the most vital operation in the Award presentation program. It is on this occasion that the groundwork is laid. The success of this groundwork and a thorough understanding of policies by all affected parties will assure an effective and proper formal presentation ceremony later.

Before making this contact, the Liaison Officer will have received notification from the Processors Branch, Food Distribution Administration, War Food Administration, of the date of the Director's letter notifying the plant that it has won the Award, the date of the news release announcing the Award from Washington, D. C., and the date fixed for the presentation ceremony, so as to avoid confusion with other War Food Administration "A" Awards, or Army and Navy presentation ceremonies in the same area. At the same time, the Liaison Officer will also be notified of the name and rank of the Army or Navy Speaker.

In addition to receiving the letter of notification from the Director of Food Distribution, War Food Administration, and instructions to display the letter on the plant bulletin board, the Award-winning plant also will receive a copy of the War Food Administration "A" Award Manual, a Note of Instructions, a form certifying its requirements for War Food Administration "A" Award flags and "A" Award

pins, and order forms for the flag and pins. The name and address of the Liaison Officer assigned to the ceremony are given in the Note of Instructions, and the company is advised to withhold arrangements until it has conferred with the Liaison Officer.

The first contact by the Liaison Officer with the plant shall be made *in person* within 48 hours after the company has received the letter of notification. If it is impossible to make this personal contact within 48 hours, immediate contact should be made by telephone and followed up by a personal visit as soon as possible thereafter. By this time, company officials probably will have familiarized themselves with details of the literature sent to them.

It is *essential* that an employee representative attend the initial contact conference so that both labor and management share equally in the arrangements, and both are in complete accord on the ceremony.

At the first meeting, it is necessary for the Liaison Officer to:

(1) Impress upon them the policy of the War Food Administration and the Army and Navy toward the ceremony, and procedures governing it. It is important to avoid any suggestion of compulsion to hold a ceremony. The Liaison Officer's attitude should be one of assumption that "the company will wish to have a suitable ceremony."

(2) Obtain necessary information for himself in order to answer the questions contained in the "Report on Original Contact," which has been furnished the Liaison Officer.

(3) Emphasize to the company the necessity for promptly filling out and mailing the flag and the pin order forms to the Processors Branch, so that the Award materials will reach the plant before the date of the ceremony

(4) Make certain that the company is taking proper steps with regard to publicity.

(5) Army or Navy Speakers will be furnished on the basis of availability by the War or Navy Departments. The Regional Director will also appoint a speaker to represent the War Food Administration at the ceremony.

Immediately upon completion of the first contact meeting, the Liaison Officer must fill out and send to the Regional Director of the particular region involved a copy of the "Report on Original Contact." A copy should be sent to the Processors Branch, Food Distribution Administration, War Food Administration, Washington 25, D. C. A third copy should be sent to whichever of the following services is to supply the speaker: War Department, Office of Technical Information, Office of the Quartermaster General, Room 1-1010 Temporary "A" Building, 2nd and R Streets, S. W., Washington, D. C.; or Navy Department, Awards Section, Industrial Incentive Division, 2118 Massachusetts Avenue, N. W., Washington, D. C. A fourth copy should be retained by the Liaison Officer for his own files.

The contact report should include a statement as to the exact time and place of the ceremony. This information is necessary to enable the Processors Branch to answer inquiries from Federal agencies and other sources.

If a Company decides to hold no presentation ceremony, the Liaison Officer should ascertain the reason, and communicate this immediately to the Processors Branch, Food Distribution Administration, War Food Administration, Washington 25, D. C.



### *1. Place and Time of Ceremony*

(Page 5...WFA "A" Award Manual)

Ceremonies shall be held in the plant receiving the Award, on plant property, or property adjacent thereto. This will avoid loss of time in going to and returning from the ceremony, and will overcome gasoline and tire rationing difficulties. Moreover, it will serve to connect the Award directly with the military nature of the work in the plant.

If the plant decides to hold an outdoor ceremony, the Liaison Officer should suggest the advisability of arranging for space indoors in event of inclement weather. Frequently, advance weather forecasts can be obtained, and these may prove valuable in making final preparations for the ceremony.

Ceremonies shall not be held in conjunction with nor on the same day as plant rallies, War Bond rallies, mass entertainments, or other functions involving the same group of individuals or a large portion of that group who are principals in the War Food Administration Achievement "A" Award presentation.

Arrangements should be made for a plant visit by visiting War Food Administration and military personnel to emphasize the interest of the War Food Administration and the Army and Navy in work of the employees. Sometimes it is preferable to hold these visits during the night shift for the effect of morale. These workers may feel that they are being overlooked in the ceremony because they may not be able to attend daytime presentation exercises.

Extraordinary circumstances may make departures from these policies unavoidable. In that event, the departures must be cleared by the Processors Branch. This approval will be given only if it facilitates the holding of a ceremony, and tends to make it more impressive to those actually receiving the Award. No approval will be given if the departures appear designed to impress individuals not present at the presentation, or if they seem to involve undue expense.

## 2. *Equipment for Ceremony*

(Page 6...WFA "A" Award Manual)

The Liaison Officer should assist plant representatives in seating protocol for the platform group to avoid confusion. Before the seating on the platform, it is well to mark the seat of each chair with a small slip of paper containing the name of the individual. A plant representative should be delegated to instruct members of the official party as to the exact location of their seats before they appear on the platform.

The platform should be open or have only a low rail so that the audience may have a clear view of the official party. It may be desirable to have a background to clearly frame the speakers and other members of the official party on the platform. Water should be available always for use by speakers. Photographers should be discouraged from operating from positions that would obscure the audience's view of the ceremony.

The arrangements for a uniformed color guard should be made by the plant itself, as it will in most instances have contact with a local veterans' organization, the Boy or Girl Scouts, or it may have a uniformed organization within its own plant.

Appropriate music should be provided by the plant. If the program is broadcast, the management of the local radio station will usually call the plant's attention to the station's regulations concerning the use of nonunion musicians.

### 3. *Speakers and Guests*

(Page 7...WFA "A" Award Manual)

It is particularly important to stress the necessity of having a Master of Ceremonies who can move the program along on clockwork schedule without interjecting witticisms or other extraneous material into the ceremony, which is a War Food Administration - Military Services - Employee-Management affair.

Every effort should be made to discourage invitation of "outside" guests, whose presence would detract from the prime purpose of the Award. It is natural that a plant - proud of the honor - will want to invite its friends. It must be emphasized, however, that the official ceremony program outlined in the Manual must be followed.

This means that participants must be limited to representatives of plant management and plant employees (including their respective families, provided this does not conflict with Plant Security Rules), the War Food Administration, War Department or Navy Department representatives, and the Master of Ceremonies. The Master of Ceremonies will make the introductory remarks. If extraordinary circumstances should make it necessary to have an additional speaker, he, not the Master of Ceremonies, will make the introductory remarks which are not to exceed 2 minutes.

It should be impressed upon an Award-winning plant that speakers are obtained through regular channels to avoid misunderstanding, and slip-ups in arrangements. The plant should never contact either the Army or Navy directly for its speakers. The procedure outlined on pages 3 and 6 of the War Food Administration "A" Award Manual should be followed except in extremely urgent cases where deviations are authorized by the Processors Branch. *The selection of a speaker and the date of ceremony will have been fixed, based upon the availability of Army or Navy officials, by the time the plant is notified of the Award.*

The plant manager or superintendent is desirable usually as the management representative to make the speech of acceptance of the Award flag. Selection of employee representatives is sometimes more difficult and often involves diplomacy and tact on the part of the Liaison Officer.

*If a collective bargaining agency exists in the plant, representatives of that agency will represent the employees in the ceremony and make the pin acceptance speech. If two or more unions have contractual relationships with the plant, representatives of both or all will participate in the ceremony, and they will jointly select a representative to make the acceptance speech. If there is no union but there is a Labor-Management committee, a labor representative of that group will make the speech for the employees.*



If no union or labor-management committee exists, an Awards Committee should be formed by vote of or other means of selection by the employees. All members of this group will receive the pins at the token presentation, and one of them will make the pin acceptance speech on behalf of the employees.



#### 4. *Publicity and Advertising*

(Pages 8 and 9...WFA "A" Award Manual)

At the initial contact meeting, the Liaison Officer should make certain that the company is taking proper steps with local newspapers and radio stations - if used - in laying effective plans to announce the general program and follow up with details.

##### SUGGESTED SUITABLE LOCAL PUBLICITY

- (1) Editorials in local newspapers.
- (2) Spot news in local newspapers and on local radio station programs.
- (3) Congratulatory messages to the company and employees from Senators and Representatives of the State and district, the Governor of the State, the Mayor of the city, and other State, county, or city officials.
- (4) Congratulatory messages from other industries of the city or State.

##### ADVERTISING AND PUBLICITY

The Processors Branch, Food Distribution Administration, Washington, D. C., delegates to the Liaison Officer the responsibility of checking carefully in advance all *local publicity and advertising* material concerning the Award to see that it is in conformance with the spirit and dignity of the program, and that military security regulations and other policies of the Government are not infringed.

*All national advertising and publicity* shall be submitted in advance of use to the Processors Branch, Food Distribution

Administration, War Food Administration, Washington 25, D. C. This Branch will have the material cleared through the Marketing Reports Division, Food Distribution Administration, War Food Administration in Washington. It should be pointed out to the plant that all publicity and advertising material should stress the fact that the Award has been given primarily in recognition of cooperative and excellent processing by management and employees.

#### LOCAL RADIO BROADCASTS

When an *Army officer* is assigned as the speaker, the Liaison Officer is charged with the responsibility of clearing the *complete script of local* radio broadcasts of War Food Administration Achievement "A" Award ceremonies through the Public Relations Officer of the military establishment from which the Army speaker comes without the necessity of referring it to the Processors Branch in Washington.

When a *Navy officer* is assigned as the speaker, the text of his speech will have been approved by the Navy Department before he delivers it.

The *script of all other speakers* on a local radio broadcast can be cleared by the Liaison Officer without referring it to the establishment from which the Naval speaker comes, or to the Processors Branch in Washington. *This in no way alters his obligation for review by the War Food Administration if questions of security are involved, and the Liaison Officer does not feel qualified to pass upon them.*

A *local* radio broadcast is one which emanates from a station or stations located within a single service command.

#### NATIONAL BROADCASTS

Complete scripts of all broadcasts of War Food Administration Achievement "A" Award ceremonies *over national networks*, whether sustaining or otherwise, must be submitted to the Processors Branch, Food Distribution Administration, Washington, D. C., for clearance through the Marketing Reports Division, Food Distribution Administration, Washington, D. C. When Army officers are the speakers, the Processors Branch will also clear such copy through the Radio Branch, News Division, War Department, Bureau of Public Relations, Washington, D. C. The *complete script* must be submitted in time to reach Washington a week in advance of the ceremony.

It is highly important that these policies be made clear to the Award-winning plant at the outset of conferences on ceremony arrangements. It is the Liaison Officer's responsibility to see that they are followed. *A statement as to whether the program is to be broadcast locally or nationally should be included in the "Report on Original Contact."* The names of stations involved should be furnished also.

If radio is used, activities of announcers and technicians should not interfere with visual aspects of the ceremony, which is designed primarily to impress those present. To avoid distracting the attention of the audience from the intent of the ceremony,

announcers and technicians should operate from the wings or points near the platform, but not in view of the audience. In this way, they can give a running description of the ceremony and fill in so-called "dead spots" during the flag presentation and raising, and the award of pins, without distracting the attention of those present.

Similarly, news photographers should not be allowed to operate on the speaker's platform during the ceremony. Arrangements should be made to take the pictures either before or after the ceremony. This avoids confusion during the presentation program.

A *national* broadcast is one that ties in with radio stations located outside the area of the service command from which the broadcast emanates.

#### INITIAL PUBLICITY

It is recognized that better local publicity can be obtained if such releases are made in advance of the Washington item. For this reason, the Washington announcement of awards will be delayed 1 week from the date of the Director's letter notifying the plant of the award. The Regional Director should take advantage of this opportunity to increase the prestige of the award.

## 5. *Official Ceremony Program*

(Page 10...WFA "A" Award Manual)

The official ceremony program, outlined in the Manual, must be followed. The program must not exceed 30 minutes. If it is possible to have a shorter program without decreasing the effectiveness, it is desirable.

Any deviation occasioned by extraordinary circumstances from the official program must have the written approval, in advance of the ceremony of the Processors Branch, which must be advised of the reasons.

The Master of Ceremonies, in introducing the pin presentation speaker, will explain that this is a token ceremony, and announce when and where the pins will be distributed to the employees.

The following is approved as the standard pin presentation speech. It requires 2 minutes to deliver. If the speaker desires to add to it, such additions should not require more than 2 minutes in delivery, and should be made ahead of the standard speech, concluding with the latter.



### *Pin Presentation Speech*

The War Food Administration is responsible for planning and administering a program to produce, process, and deliver at the right time and the right place enough food to keep our civilian population and our armed forces in good working and fighting trim. We must also furnish food to our fighting allies and to liberated countries.

We are *not* trying to feed the world -we are delivering strategic quantities of food wherever it can save American lives -shorten the war - and help other people to help themselves. The victories in Russia, Africa, Sicily, and Italy are due in no small part to the extra punch supplied by American food.

Last year, we shipped 6 percent of our food production abroad under Lend-Lease. This year we plan to ship 10 percent. Every victory we win means a greater burden on our food stockpile -a greater need to feed people who have been starved by the enemy -who need *only food* to make them fighters on our side.

Equally as important as food for our armed forces and for Lend-Lease is the food that keeps our civilian population hard at work -24 hours a day -making the weapons of war.

Every worker who has a part in producing, processing, and distributing food is helping shorten the road to victory. The President of the United States has stated it well. His message to you, carried on the card to which these pins are attached, reads: "Food is a decisive weapon of war. Victory depends as much on our ability to produce food as on our ability to manufacture guns, planes, and ships. Our army of farmers and processors are fighting an important battle on the food front. Working diligently and skillfully, they are speeding this Nation and our Allies on to victory." Those are the words of President Roosevelt.

It is my privilege as a representative of the War Food Administration to present you with this pin. Your achievements have earned you the right to wear it. Wear it proudly. It signifies that a grateful Nation appreciates your outstanding contribution in this global war, where Food Fights for Freedom.



## 6. Notes

(Page 12...WPA "A" Award Manual)

Too much emphasis cannot be placed on the necessity of rehearsal by the principals in the correct handling and displaying of the flag. A mistake in this phase of the ceremony is most serious, and may well spoil effectiveness of the entire program.

The Liaison Officer should make certain that the flag has been marked on both ends of the top so that there can be no danger of its being displayed upside down or with the wrong side facing the audience. The flag should be folded in accordion-fashion so that it can be pulled out readily by employee and management representatives, when they display it to the audience.

The Liaison Officer should discourage the company from printing or engraving elaborate formal programs and invitations to guests. Experience has shown that only a small percentage of those invited actually attend.

The printing of lists of officials who do not attend gives the public the impression that too many governmental personnel are taking too much time away from regular duties at a time when the manpower situation is acute.

Similarly, the Liaison Officer should discourage the company from printing large and expensive scrapbooks as an historical record of the War Food Administration Achievement "A" Award ceremony. Both paper and photographic materials are scarce.

## APPENDIX

(Pages 9 and 12...WFA "A" Award Manual)

One Award flag will be furnished gratis by the War Food Administration to each plant receiving the Award.

The Award flag may not be flown over main offices of companies, one or more of whose plants have received the Award, unless the employees of that office are eligible to wear Award pins under the regulations governing the wearing of these pins.

## SUPPLEMENT

### *1. Completion of Ceremony*

Within 48 hours after completion of a ceremony, the Liaison Officer shall submit a written report to the Regional Director involved, with a copy to the Processors Branch, Food Distribution Administration, War Food Administration, Washington 25, D. C., indicating the total length of the ceremony, length of the speeches, problems and difficulties encountered, and any other special comments. If a printed program is used, a copy shall accompany the reports.

### *2. Special Circumstances Affecting Ceremonies*

There are possibilities that the labor situation, material supply, or other factors may change between the time of notification of the plant of the Award by the Director of Food Distribution, and the actual ceremony date. If the condition seems critical or there is any possibility of a work stoppage during this interim period, the Liaison Officer should communicate immediately with the Processors Branch. Similarly, the Liaison Officer will be informed should any such information be received in Washington.

(Supplement)

### 3. *Star Awards*

Procedure governing Star Awards will be prepared at a later date.

